



TEMPE

POLICE DEPARTMENT

What's Inside

- The Strategic Plan Framework..... 2
- Mission, Vision & Values..... 3
- Goal 1: Fight Crime..... 4
- Goal 2: Quality Services..... 5
- Goal 3: Employees..... 6
- Goal 4: Innovation..... 7
- Goal 5: Information Technology..... 8

FISCAL YEAR 2009/2010 - 2011/2012 STRATEGIC PLAN

Message from the Chief

On behalf of the employees of the Tempe Police Department, I am pleased to present the Tempe Police Department's 2009-2012 Strategic Plan, which demonstrates our unwavering commitment to serving those we are sworn to protect.

The Tempe Police Department's Strategic Plan solidifies our commitment to the concept of sustainability – ensuring that we have the staffing, technology, and partnerships required to support the public safety needs of our entire community for years to come.

The Plan is built around a renewed emphasis on fighting crime, and was created with input and ideas from employees assigned to every area of our department. It is a document which was built from the ground up, rather than the top down.

Blending the crime fighting lessons of the past with innovative employee-crafted strategies and energetic, supportive, and visionary leadership from all levels of the department, five main goals were established as a means to guide both our employees and organization into the future:

- Fighting Crime
- Providing Quality Services
- Providing a Supportive Environment for Employees
- Promoting Organizational Development and Innovation
- Enhancing Information Technology

Striving for and reaching these goals will ensure that we can meet the demands of our growing, diverse, and dynamic community. As Chief of Police, I have placed an emphasis on providing quality police service and that demands we build solid relationships with the community that we serve. It is only with true collaboration that trust is built, and healthy partnerships can grow and thrive.

Developing, reviewing, updating, and implementing a comprehensive strategic plan is a time-intensive process, requiring perspective and diligence. The employees of the Tempe Police Department are to be commended for their hard work and dedication.

On behalf of all of the men and women of the Tempe Police Department who work hard on a daily basis to keep our community safe, I would like to thank the citizens of Tempe, the Mayor, Council and City Manager for their partnership and support.

Respectfully,

A handwritten signature in black ink, appearing to read "Tom Ryff".

Tom Ryff



THE STRATEGIC PLAN FRAMEWORK

The Tempe Police Department Strategic Plan serves to guide the activities and the direction of the Department for the next three years. Additionally, this plan provides a foundation for decision-making so the Department can continue to deliver the highest quality police service to the Tempe community for years to come. This plan is a dynamic and flexible document and, as such, the strategies are updated on an annual basis to reflect the new challenges and opportunities that face the Department.

The fiscal year 2009/2010 Strategic Planning process was an inclusive process that involved participation from all levels and workgroups within the Department. Specifically, the process involved a half day retreat where command staff and Police Department representatives developed a new mission and vision for the organization along with updated goals, objectives, and strategies for the Department to focus on for the next three years. Each of the strategies within the plan was assigned a sponsor who is responsible for developing an action plan and providing status updates at the bi-weekly command staff meetings.

Definitions

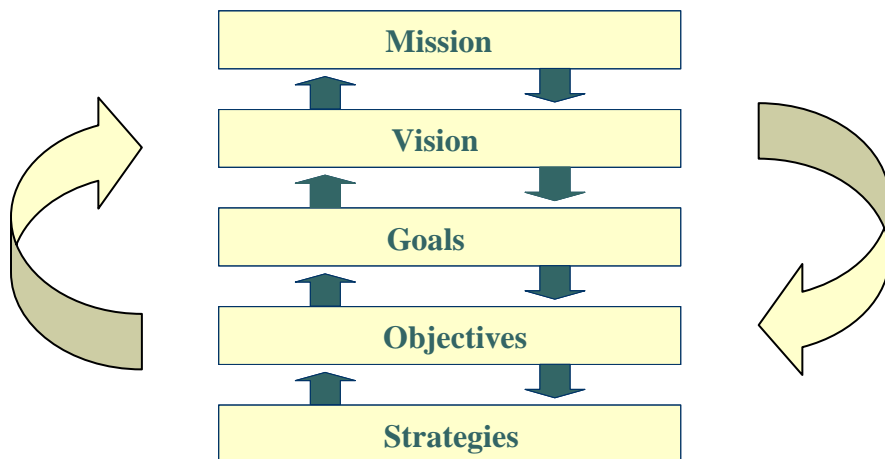
Mission: Is an assertive statement of the purpose of the organization.

Vision: Is an image of what the organization hopes to become in the future.

Goals: Are broad statements of what the organization desires to achieve.

Objectives: Are general statements outlining how the organization will meet the strategic goals.

Strategies: Are specific statements of how each objective will be achieved.



MISSION, VISION & VALUES

The Mission of the Tempe Police Department is to Suppress Crime and Promote the Safety of Our Community.

The Vision of the Tempe Police Department

- We are a highly adaptive, flexible, and proactive organization that integrates both community oriented and intelligence-led policing philosophies.
- Our organization is fully staffed with collaborative, accountable, and highly skilled employees who are dedicated to providing the highest quality police services to the community.
- We utilize innovative technology, systems, and processes to rapidly gather, analyze, and disseminate crime and intelligence information throughout our organization.
- We operationalize crime information and intelligence to strategically allocate our police resources and prevent and suppress crime in the community.
- We promote regional information sharing and cultivate active community and interagency partnerships.



Core Values

Honor - We will be honorable in our principles, intentions, and actions.

Integrity - We value honest communication both internally and externally and our actions match our words.

Loyalty - We are committed to fellow employees, the City of Tempe, and the community we serve.

Dedication - We are responsive to the community and devoted to the delivery of effective and efficient police services.



GOAL 1: FIGHT CRIME

We are committed to fighting crime in Tempe through the development of adaptive and proactive crime prevention, enforcement, and suppression strategies; intelligence-led policing that focuses on analyzing and predicting criminal activity to optimize the allocation of our police resources; community partnerships that promote public involvement and awareness of crime issues; and interagency partnerships that emphasize information-sharing and collaborative, strategic solutions to fight crime at the local and regional level.

Objective 1.1: Utilize Intelligence-Led Policing to Detect and Suppress Crime

We will adopt an intelligence-led policing philosophy that supports our crime prevention, enforcement, and suppression efforts. In support of this policing philosophy, we will centralize and improve existing systems for the gathering, analysis, and dissemination of crime and intelligence information.

1.1 Strategies

- 1.1.1 Establish a method of filtering communication and providing employees with mission specific information and intelligence.
- 1.1.2 Establish a Crime and Intel Center where criminal intelligence information, crime data, analysts, and technology are centralized and accessible.
- 1.1.3 Develop and implement new methods for gathering intelligence information.



Objective 1.2: Optimize and Deploy all Resources to Prevent and Suppress Crime

We will strategically allocate our resources towards preventing and suppressing crime. Moreover, we will ensure that all employees understand how their positions can serve to prevent and suppress crime in Tempe and that they are provided the necessary equipment to do all that they can to aid in this effort. By constantly reviewing how each area and each employee within the Department are achieving this objective, we can apportion our resources more effectively.

1.2 Strategies

- 1.2.1 Initiate new employee evaluations assessing employees' support of crime suppression and other key organizational priorities.
- 1.2.2 Re-evaluate Patrol deployment and scheduling to better optimize and deploy personnel and resources.
- 1.2.3 Update the Department budget process to support organizational priorities.

Objective 1.3: Enhance Proactive Policing

We will shift our focus to fight crime proactively. Specifically, we will promote proactive crime prevention and enforcement initiatives and we will strive to identify the origins of crime issues within Tempe to establish long-term solutions and apprehend those that violate the law.

1.3 Strategies

- 1.3.1 Develop a process to complete threat and vulnerability assessments for select critical facilities and infrastructure within the city.
- 1.3.2 Implement a Department-wide abducted children response protocol.
- 1.3.3 Develop a process, in cooperation with the Transit Division, to evaluate the need and expand the transit security system to incorporate buses.

GOAL 2: PROVIDE QUALITY SERVICES

Annual surveys indicate that the citizens of Tempe are generally very satisfied with the quality of service provided by the Police Department. However, we are committed to further enhancing the delivery of our services by: providing strong customer service to include a quick response to both internal and external customers; strengthening communications with the community; promptly addressing community concerns; and continuing to evaluate the effectiveness and efficiency of our operations, including eliminating programs and operational protocols that do not maximize the quality of police services to the community.

Objective 2.1: Strengthen Communications with the Community

As our partners in resolving issues, our community members are key to our success. We will strive to seek and disseminate information to the residents, businesses, and fellow city workers through various methods in the most time effective and efficient manner possible. We will continue to improve our ability to recognize and respond to the changing needs of the community as well as analyze and promptly address any concerns to further enhance the delivery of services to the community.

2.1 Strategies

- 2.1.1 Establish a mechanism to provide timely and informative crime trend and crime prevention information to the community.
- 2.1.2 Develop process to solicit and manage information (e.g., web based complaints and commendations) from the public.
- 2.1.3 Provide citizens with interactive mechanisms to access and initiate public safety information including police reports.



Objective 2.2: Evaluate Crime Suppression and Prevention Efforts

In our efforts to fight crime and provide quality police services to the citizens of Tempe, we must stay cognizant to the changing needs of our community and remain flexible in our response to those needs. We will develop mechanisms to evaluate the efficiency and effectiveness of our programs, policies, and crime fighting efforts. Continual evaluation will enable us to sunset programs that fail to enhance the quality of police services, strengthen effective programs, and aid us in identifying new models for the improved delivery of police services.

2.2 Strategies

- 2.2.1 Define key processes and conduct a comprehensive review and process mapping of Department processes and workflow in order to streamline and increase effectiveness.
- 2.2.2 Develop an audit/quality assurance system including dedicated staff and resources.

Objective 2.3: Channel Effective Use of City and Community Resources

We recognize that we can maximize our resources, develop strong systems of implementation, and improve the services we deliver by working cooperatively and collaboratively with our city and community partners. To this end, we will improve existing relationships and promote the development of new city and community partnerships. We will also work to pool police, city, and community resources so that they can be used most effectively.

2.3 Strategies

- 2.3.1 Develop processes to provide education and information to new businesses and apartment communities.

GOAL 3: A SUPPORTIVE ENVIRONMENT FOR EMPLOYEES

The Police Department depends on the knowledge, skills, talents, and abilities of the sworn and civilian individuals who work within our Department. We recognize the importance of supporting the needs of our employees in the performance of their duties by: improving communication throughout the organization horizontally and vertically; encouraging cooperation between all work groups; being responsive to employee concerns; creating an inclusive environment that empowers employees; providing opportunities for employee training and development; supporting employee groups; attracting and retaining a skilled and diverse group of employees; and striving to develop new leaders within our organization. through succession planning.

Objective 3.1: Recruit and Retain a Skilled and Diverse Group of Employees and Volunteers

We are dedicated to developing innovative strategies for attracting and retaining highly skilled employees and volunteers that are representative of the diverse community we serve. Our employees and volunteers are our greatest asset and we will strive to improve our hiring processes, enhance our succession planning, reduce attrition, and keep our line level positions fully staffed.

3.1 Strategies

- 3.1.1 Develop a succession plan to transfer institutional knowledge for critical positions within the organization and develop a system to track anticipated vacancies.
- 3.1.2 Identify new methods for recruiting a diverse group of quality employees and volunteers.



Objective 3.2: Provide Training and Development Opportunities for Employees and Volunteers

We are committed to providing high quality training and career development opportunities that benefit both the employee and the Department. In addition to increasing access to internal and external training opportunities for all employees, we strive to develop systems of consistent training designed to reduce risk and increase employee safety. We also seek to enhance the abilities of our current supervisors and develop the future leaders of our organization.

3.3 Strategies

- 3.2.1 Develop systems of ongoing training and an ongoing process to identifying critical skills and high risk/liability areas that need training and provide the opportunity for training.
- 3.2.2 Develop a long-term Department training resource allocation plan.
- 3.2.3 Educate all Police Department employees on intelligence-led policing.

GOAL 4: PROMOTE ORGANIZATIONAL DEVELOPMENT & INNOVATION

The Police Department has cultivated a reputation for pioneering innovative policing strategies and is committed to further advancing our organization through: challenging the limits of traditional public safety methods; conducting cutting edge research; incorporating the best law enforcement practices into our operations; working cooperatively and collaboratively with other agencies; and striving to develop a proactive environment that fosters creative thinking and the development of new law enforcement methods.

Objective 4.1: Foster Interagency Partnerships

We recognize that there are great benefits to strong working relationships with other agencies. We are committed to establishing new relationships and improving existing interagency partnerships, at all levels, to maximize resources and address public safety issues cooperatively and collaboratively. By maintaining our interagency relationships, we are continually exposed to the best operational practices that we can incorporate into our organization.

4.1 Strategies

- 4.1.1 Dedicate resources to current formal and informal taskforces, evaluate future participation in new taskforces, and develop standardized system of developing and managing taskforces across the Department.
- 4.1.2 Identify future partnerships with other departments within the City and law enforcement agencies within the Phoenix metropolitan area.
- 4.1.3 Partner with East Valley agencies to update communications / investigative equipment and infrastructure.



Objective 4.2: Create a Proactive Environment that Challenges Complacency

We will promote an organizational culture that continuously seeks to develop and apply innovative policing strategies. We will seek to advance our organization through encouraging our employees and volunteers to think outside of the box and by pioneering new research and police methods. We will also ensure employee inclusiveness and accountability to combat mediocrity and promote ingenuity.

4.2 Strategies

- 4.2.1 Re-assess current organizational structure in support of our mission.
- 4.2.2 Develop a flexible and adaptive method of prioritizing and allocating Department-wide resources including personnel.

Objective 4.3: Enhance Department Future Planning Efforts

Recognizing that day to day emergencies can interfere with planning, the Police Department is committed to setting aside the resources it needs to prepare for challenges and opportunities. We will continue to advance our organization forward and ensure that we stay one step ahead of future demands.

4.3 Strategies

- 4.3.1 Plan, design, and renovate the 120 E. 5th Street Building.
- 4.3.2 Review, exercise, and update Department emergency/disaster preparedness plans.
- 4.3.3 Establish a standardized records retention policy and develop process to store and purge Department records, information, and data in accordance with this policy and 28-CFR.

GOAL 5: ENHANCE INFORMATION TECHNOLOGY

The Police Department is committed to using technology to optimize resources, incorporating advances in new technology, and managing and updating the diverse range of our current information technology systems and infrastructure through: proactively implementing new information technology systems; continually identifying and evaluating available technology; fostering local and regional information sharing initiatives; initiating innovative mechanisms to communicate in real time with the public; and developing centralized and accessible information systems throughout the Department.

Objective 5.1: Develop Regional Interoperability

As criminals do not recognize jurisdictional boundaries, the Department is committed to advancing our crime suppression and policing methods through regional interoperability. These efforts will result in partnerships between the Department and other local, state, and federal agencies which will serve to maximize resources, promote greater regional cooperation, improve information exchange, and encourage the development of collaborative strategies to fight crime and enhance service deliverability to the community.

5.1 Strategies

- 5.1.1 Complete Tempe to Mesa COPLINK (a regional data sharing and analysis tool) interface.
- 5.1.2 Evaluate feasibility of a Computer Aided Dispatch interface between Tempe, Chandler and Phoenix.

Objective 5.2: Centralize Internal Information Systems

The Department will work toward developing centralized and accessible information systems throughout the Department. This will result in better dissemination of internal information throughout and across all levels and functions of the Department. In addition, centralized systems will streamline work processes, increase efficiencies, ensure data consistency, as well as promote enhanced information exchange systems.

5.2 Strategies

- 5.2.1 Implement Police Information Network as centralized source of data for the Department.
- 5.2.2 Develop a centralized system for management and tracking of major criminal investigations.
- 5.2.3 Develop a process to centralize timely Department information and updates on the internal Department website to reduce information overload and support employee self-service.
- 5.2.4 Establish and maintain a Police Department geographic information system (GIS) and data layers.



Objective 5.3: Manage Information Technology

It is not enough to merely seek out and implement new technology. We as a Department also need to manage and sustain our technological infrastructure. A commitment to sustaining our technical resources will result in proactive (versus reactive) planning and ensure that the appropriate resources including time, funding, training, and personnel are in place to maintain and support the Department's technology and ensure that employees have the resources they need to fully utilize technology now and in the future.

5.3 Strategies

- 5.3.1 Develop and implement a five year technology needs assessment/replacement calendar and technology operational plan that is tied to the Department's CIP process.
- 5.3.2 Establish a technology workgroup that evaluates and approves proposed technology related projects as well as seeks out technology and consider its viability within Tempe.
- 5.3.3 Upgrade interview room technology.